

**DEPARTMENT OF THE TREASURY
FEDERAL LAW ENFORCEMENT TRAINING CENTER
GLYNCO, GEORGIA 31524**

FLETC DIRECTIVE (FD)

NUMBER: 64-30

Subject:

DATE: 09/07/94

Sunset Review:

PERFORMANCE MANAGEMENT SYSTEM (PMS)

1. PURPOSE. This directive sets forth the responsibilities, policy requirements, and procedures of the Federal Law Enforcement Training Center's (FLETC) Performance Management System (PMS). The system will: 1) provide for periodic appraisals of job performance of employees; 2) encourage employee participation in establishing performance standards; 3) establish performance standards which will, to the maximum extent feasible, permit the accurate evaluation of job performance on the basis of objective criteria related to the job in question for each employee or position under the system; 4) communicate to each employee the performance standards and the critical elements of the employee's position; 5) evaluate each employee during the appraisal period on each standard; 6) recognize and reward employees whose performance so warrants; 7) assist employees in improving performance; 8) reassign, reduce in grade, or remove employees who continue to have unacceptable performance, but only after an opportunity to demonstrate acceptable performance; and 9) ensure conformance with Title VII of the Civil Rights Act of 1964 as amended.

2. SCOPE.

a. This directive applies to rotational employees of the FLETC and to all permanent employees not subject to the Senior Executive Services (SES). It also applies to temporary employees of the FLETC who are employed for a period of more than 120 continuous days. The rights granted employees under paragraph 20 of this directive do not apply to employees serving: 1) a probationary period, 2) a probationary period on initial appointment to a supervisory or managerial position, 3) a temporary appointment, or 4) in the excepted service without having completed one year of current continuous employment.

b. Employees who are on assignment from their agency are covered by their agency's performance evaluation system; however, they will be given a Performance Work Plan (PWP) as described in this directive. The annual rating will be prepared on the agency's form. If a form is not provided by the agency, the supervisor will use the FLETC's appraisal form.

3. CANCELLATION.

a. FLETC Directive 64-30, Performance Appraisal System, dated January 25, 1993, is superseded by this directive.

b. FLETC Directive 65-40, Performance Management and Recognition System (PMRS), dated May 5, 1986, is superseded by this directive.

4. REFERENCES.

a. Public Law 95-454, Section 203.

b. Title 5, United States Code (USC) 4302a, 5301, 5335, and 5338.

c. Title 5, Code of Federal Regulations (CFR) Parts 293, 351, 430, 432, 451, 531, and 532.

d. Department of the Treasury, Personnel Management Manual, Chapter 430.

5. DEFINITIONS. As used in this directive, the following definitions shall apply:

a. Appraisal. The act or process of reviewing and evaluating the performance of an employee against the described performance standard(s).

b. Appraisal Period. The period of time established by the appraisal system for which an employee's performance will be reviewed, normally one year, but no less than 90 days.

c. Appraisal System. A system which provides for identification of critical and non-critical elements, establishment of performance standards, communication of elements and standards to employees, establishment of methods and procedures to appraise performance against established standards, and appropriate use of appraisal information in making personnel decisions.

d. Critical Element. A component of a position consisting of one or more duties and responsibilities which contributes toward accomplishing organizational goals and objectives and which is of such importance that unacceptable performance on the element would result in unacceptable performance in the position.

e. Non-Critical Element. A component of an employee's position which does not meet the definition of a critical element, but is of sufficient importance to warrant written appraisal and assignment of an element rating.

f. Performance. An employee's accomplishment of assigned work as specified in the critical and non-critical elements of the employee's position.

g. Performance Work Plan. The aggregation of all of an employee's written critical and non-critical elements and performance standard(s).

h. Performance Standard. A statement of the expectations or requirements established by management for a critical and non-critical element at the Fully Successful ("Meets") rating level. A performance standard may include, but is not limited to, factors such as quality (how well), quantity (how many), timeliness (when), and manner of performance (how).

i. Progress Review. A review (oral, written or both) of the employee's progress toward achieving the performance standards and is not in itself a rating.

j. Rating of Record. The final, overall written summary rating assigned which is required annually, or at such other times as the FLETC's PMS specifies for special circumstances.

6. POLICY. It is the policy of the FLETC to establish and maintain an employee PMS designed to: 1) ensure that critical and non-critical elements of each employee's position are identified, recorded, and communicated to each employee; 2) ensure that performance standards for each element are developed and communicated in writing to each employee; 3) evaluate, on a continuing basis, the work performance of its employees on the basis of established elements and standards; and 4) use the work performance information as a basis for making personnel decisions.

7. APPRAISAL PROCESS. The procedures and regulations outlined in this directive will be strictly adhered to for employees covered under this system. Basic process steps are as follows:

a. Prior to the beginning of the appraisal period (July 1 through June 30), written performance standards will be developed for covered employees and communicated to them in writing as soon as possible after July 1, but no later than 30 days after the beginning of the appraisal period. This task should be accomplished jointly by the supervisor and employee and will, to the maximum extent possible, reflect objective and quantifiable levels of achievement necessary for levels of performance on major job responsibilities or elements.

b. The immediate supervisor will monitor employee progress and performance throughout the rating period and provide assistance and guidance to employees for improving performance by: 1) conducting the scheduled performance progress review

and unscheduled performance reviews when appropriate; 2) adjusting elements and standards when necessary and appropriate; 3) developing performance improvement plans.

c. Within 30 days after the completion of the appraisal period, the rating official will initiate an appraisal of the employee's performance during the cycle. This will be a proposed element rating on each element based on performance against the previously established standards. The summary rating will be one of five levels ranging from Unacceptable to Outstanding. The tentative summary rating must be approved by the reviewing official prior to submission to the employee. Issuance of the final notice of Rating of Record to the employee normally will be within 45 days after the end of the appraisal period.

d. A separate performance appraisal must be completed for employees leaving their position provided they have been in the position for 90 days or longer under the same supervisor. In the event that the supervisor is vacating his/her position and has supervised the employee(s) at least 90 days, a separate performance appraisal will also be completed. A supervisor must have supervised an employee at least 90 days in order to provide a rating. Appraisals under these categories will be considered in the overall rating at the end of the appraisal period except as provided in e. below. This rating will be made an official part of the employee's PWP.

e. If an employee is reassigned or promoted from one GS position to another in the last 90 days of the appraisal year, the departure rating performed by the losing supervisor will become the employee's Rating of Record.

f. Employees may grieve the performance rating under the appropriate grievance process; however, failure to receive a cash award/quality step increase may not be grieved or appealed.

g. Failure to meet standards for successful performance will be grounds for denial of a within-grade increase and may be the basis for removal, reduction-in-grade, or reassignment.

h. The PMS will periodically be evaluated by FLETC management to assess its effectiveness and institute necessary changes for improvements.

8. RESPONSIBILITIES.

a. The Rating Official, the employee's immediate supervisor, shall 1) inform employees in writing of the level of performance required for the Fully Successful (Meets) level in each element; 2) prepare, with employee participation, written work

plans identifying critical and non-critical elements, as well as written performance standards against which performance in each element will be measured; 3) appraise performance on a continuing basis and keep employees currently informed of how they are measuring up to performance standards; 4) give guidance and assistance to each employee, helping the promising worker to progress according to ability and assisting the employee whose work is below par to improve; and, 5) on a timely basis, assign and discuss the performance appraisal with employees as prescribed.

b. The Reviewing Official, the immediate supervisor of the rating official, is responsible for reviewing the Performance Appraisal Forms and PWPs to ensure the accuracy and fairness of the rating system. The reviewing official will review and discuss with the rating official the annual performance appraisals and approve, if in agreement, the overall Rating of Record. Office Directors are responsible for approving all recommendations for Outstanding and Unacceptable ratings.

c. Management and employees share the responsibilities for ensuring that the employees are familiar with the purposes and mechanics of the PMS. Further, employees shall be encouraged: 1) to participate with the supervisor in identifying the critical and non-critical elements of their position and in establishing job-related performance standards for these critical and non-critical elements of the position; 2) to request clarification from the supervisor of any element or performance standard not clearly understood; 3) to advise the supervisor of any factors or circumstances which the employee believes should be considered in appraising performance; and 4) to participate actively with the supervisor in discussing the performance appraisal.

d. The Deputy Director is responsible for ensuring that the effectiveness of the employee PMS is properly monitored and assessed on a periodic basis, ensuring that any corrective actions are promptly taken.

e. The Personnel Division, Office of Administration, is responsible for: 1) establishing methods and procedures to be used in the identification of critical and non-critical elements and performance standards of employees' positions; 2) providing necessary training and assisting managers and supervisors in carrying out their responsibilities under this directive; 3) making known to all employees the scope, purpose, and mechanics of the performance rating system; and 4) establishing procedures to notify and advise supervisors and managers concerning their responsibilities to provide timely performance appraisals in the course of normal supervision, and to complete preparation, review, and approval of ratings.

9. APPRAISAL PERIOD

a. The appraisal period is July 1 to June 30. All employees who have been in

their position for at least 90 days by June 30 will receive a written appraisal of performance by August 15 for the appraisal period just completed. The employee's performance during the appraisal period will be compared against written performance standards for each critical and non-critical elements of their position which were communicated to them in writing at the beginning of the appraisal period. Supervisors who leave their position after 90 days into the rating period must complete appraisals of subordinates' performance to date.

b. When a supervisor is unable to prepare a Rating of Record at the time specified because: (1) the supervisor has not been in the position for at least 90 days, or (2) the employee has not been in the position for at least 90 days; the appraisal period shall be extended for the amount of time necessary to meet the minimum appraisal period. At the end of the extended period a rating of record shall be prepared.

c. (1) At the beginning of the appraisal period, the rating official will meet with the employee to discuss the PWP (see paragraph 11).

(2) At the midpoint of the appraisal period, the rating official will meet with the employee to discuss the employee's performance in relation to the PWP. If the employee's performance in any critical element is "Meets" or above through the first six months of the appraisal period and then performance of the same critical element becomes unacceptable, the rating official will meet with the employee to discuss the unacceptable performance as soon as the rating official becomes aware that the performance has become unacceptable.

(3) Finally, at the end of the appraisal period, the rating official will meet with the employee to discuss the individual element ratings and the overall written summary rating which have been assigned by the rating official/reviewing official. The initial meeting should occur in July and the midpoint meeting in December or January of the appraisal period. The final meeting to review and discuss the annual performance rating will occur no later than August 15.

d. The supervisor will document discussions of performance standards, critical and non-critical elements, and performance, including employee's agreement or disagreement, on the PWP. This documentation of discussions will occur during the meetings described above. However, the employee will be allowed a five-day period immediately following the meeting to provide written comments to be included in the PWP. A copy of the documented PWP will be provided to the employee at each of the meetings referred to above. The employee will sign and date each page of his/her appraisal. The employee's signature signifies communication of the standards, and not necessarily agreement with the standards.

10. APPRAISING PERFORMANCE WHILE ON DETAIL OR TEMPORARY PROMOTION. When a FLETC employee has been officially detailed or temporarily promoted to another position, either to the same or to a different supervisor, for a period expected to last 120 days or longer, the employee's performance will be appraised by a supplemental appraisal so that the employee's records reflect this performance. The appraisal shall be given appropriate consideration in personnel decisions and in deriving the Rating of Record. Written critical and non-critical elements and performance standards shall be provided to the employee as soon as possible, but no later than 30 calendar days after the beginning of a detail or temporary promotion.

11. EMPLOYEE PERFORMANCE WORK PLAN. Attachment 1, Performance Work Plan, is a multi-purpose format which is to be used to record:

- a. critical and non-critical elements
- b. performance standards;
- c. comments by the employee and the supervisor on performance as discussed during the periodic progress review;
- d. modifications, additions, or deletions, if any, to the elements or performance standards; and
- e. acknowledgment by the supervisor and the employee that performance standards and critical and non-critical elements have been established and discussed and that the midpoint progress review has been held.

12. DEVELOPMENT OF CRITICAL AND NON-CRITICAL ELEMENTS AND PERFORMANCE STANDARDS.

The supervisor and the employee participate in identifying major elements of a job, determining the critical and non-critical elements, establishing performance standards, and putting these in writing using the PWP. Organizational objectives should be incorporated in performance plans as appropriate. Procedures to be used are as follows:

- a. The process begins by identifying the job duties, tasks, responsibilities, and/or objectives of the employee's position. Any standard needs to be consistent with the grade level of the position and reflect the assigned work. A good position description (i.e., one that is complete, accurate, and current) will contain the critical elements as well as other significant, but non-critical elements of the position. Many

positions also have evaluation statements which provide a source of information for job analysis. The position description, therefore, is a good place to begin the process of identifying major duties, responsibilities, tasks, etc. When standards for employees performing similar functions in similar units are established, particular care should be taken to assure that employees are treated equally.

b. Next, the development of critical and non-critical elements and performance standards begins with a discussion between the supervisor and the employee as to the purpose for the critical and non-critical elements and performance standards and the approach to be used in setting the elements and standards. Meaningful two-way communication about the job before the appraisal period begins can provide the opportunity to identify problems and avoid later misunderstandings. The supervisor, however, has the final authority for determining critical and non-critical elements and establishing performance standards. Written standards need to be kept as simple, objective, and precise as possible. Standards will be written for the Fully Successful (Meets) level of performance only. Standards should be updated to reflect significant changes that occur in a position at any time during the appraisal period. The same procedures used to develop critical and non-critical elements and performance standards will be used whenever they are modified, added or deleted. Performance standards cannot be changed during the last 90 days of the appraisal period without extending the rating period.

c. Once the elements are identified, the next step is to determine which are "critical elements." Critical elements are those which are of such primary importance, or criticality, that success in the position requires that they be performed acceptably. Critical elements will frequently reflect time spent performing a particular aspect of a job. However, they may also reflect that a duty or responsibility is critical to overall performance, even though relatively little total time is spent on it. This might be the case, for example, where there are serious organizational consequences when the task is not performed periodically. There is no set number of elements in a position; however, each PWP must have at least one critical and one non-critical element.

d. PWPs shall be reviewed and approved at the beginning of the appraisal period by the responsible reviewing official. Critical elements will be identified by an (*) asterisk.

13. INSTRUCTIONS FOR COMPLETING THE PERFORMANCE WORK PLAN.

a. The employee's PWP will be prepared on 8-1/2" X 11" sheets using the format shown in Attachment 1; a copy will be provided to the employee at the initial meeting. Both the supervisor (Rating Official) and employee will sign and date the form, thereby acknowledging that the critical and non-critical elements and performance standards have been developed, communicated, and understood.

b. At the progress review meeting during the rating cycle, the Plan will be documented to show the progress to date in attaining performance standards; modifications, additions, or deletions (if any) to individual elements or performance standards; and any recommendations that the supervisor and/or employee make to improve performance (e.g., training, reassignment, detail, etc.).

c. All identifying information on the PWP must be completed. Elements, performance standards, and progress review comments should be described clearly and succinctly, but in enough detail to be understandable to subsequent reviewing officials.

14. INDIVIDUAL ELEMENT RATINGS. A written evaluation of the employee's performance for each critical and non-critical element of the job will be made annually in compliance with provisions of this directive. The rating assigned on each individual element of the job will be (a) "Exceeds", (b) "Meets", (c) "Fails to Meet", or (d) "Not Rated". Definitions for the rating levels are:

a. Exceeds (E). Performance on an individual critical or non-critical element of the job is "Exceeds" when it clearly demonstrates a level of performance that exceeds the performance standards established for the Fully Successful (Meets) level.

b. Meets (M). Performance on an individual critical or non-critical element is "Meets" when it completely meets the performance standards established for this level. A rating of "Meets" acknowledges that an employee has consistently demonstrated a productive level of performance which conforms fully to the expectations and requirements for the position.

c. Fails to Meet (F). Performance on an individual critical or non-critical element of the job is rated "Fails to Meet" when it fails to meet the performance standards established for the Fully Successful (Meets) level.

d. Not Rated (NR). Not rated will be used only when an employee has had no opportunity to demonstrate performance on that element.

15. SUMMARY RATING LEVELS.

a. Outstanding. "Exceeds" performance standards for all critical and non-critical elements.

b. Highly Successful. "Exceeds" performance standards for the majority of critical elements, "Meets" performance standards for all other critical elements, and at least "meets" performance standards for all non-critical elements.

c. Fully Successful. At least "Meets" the performance standards for all critical and non-critical elements.

d. Minimally Acceptable. At least "Meets" performance standards for all critical elements and fails to "Meet" performance standards for one or more non-critical elements.

e. Unacceptable. "Fails to Meet" performance standards for one or more critical elements.

16. COMPLETION OF THE PERFORMANCE APPRAISAL. The employee's Performance Appraisal will be prepared using the two forms contained as Attachment 2. On the rating date, or as soon as possible thereafter, the rating official shall review the notes or comments on the employee's performance with respect to each critical element and performance standard recorded on the PWP. The rating official shall then record and transfer, in an abbreviated fashion, each critical element to the Performance Appraisal. An individual rating will be made for performance in each individual critical and non-critical element. Individual elements rated "Meets" (M) or "Not Rated" (NR) require no written justification. Those elements rated "Exceeds" (E) or "Fails to Meet" (F) will receive brief narrative justifications.

17. REVIEW OF THE PERFORMANCE APPRAISAL.

a. After completing the appraisal form and prior to meeting with the employee being rated, the rating official will forward the form to the reviewing official. The reviewing official is responsible for discussing subordinates' performance appraisal forms with each appropriate supervisor and for reviewing PWPs to ensure the accuracy and fairness of the rating system. This does not prevent the supervisor from discussing performance with the employee prior to the determination of the Rating of Record; however, care should be taken not to communicate a final summary rating at that time.

b. The summary rating assigned by the rating official and reviewed and approved by the reviewing official will become the Rating of Record. Outstanding or Unacceptable summary ratings must be approved by the appropriate office director. The original of the approved Rating of Record will be returned to the rating official. The rating official will discuss with the employee the rating on each individual element rating as well as the overall summary rating. The employee will be asked to sign the appraisal form and thereby acknowledge that the annual performance appraisal was

discussed with the employee. The employee's signature does not constitute agreement with the ratings assigned or void any rights to grieve the Rating of Record.

c. Appraisals made pursuant to this system will not be required to conform to any preestablished distribution of levels of ratings.

18. DISTRIBUTION OF COPIES OF PERFORMANCE APPRAISAL FORMS. One copy of the approved and signed form must be provided to the employee; one copy should be retained by the rating official; and the original will be returned to the Personnel Officer for final processing by August 20. Supervisors will be responsible for ensuring that the PWP's and Performance Appraisals with the annual Ratings of Record are properly secured.

19. TIMING OF PERFORMANCE APPRAISAL SYSTEM ACTIONS. In order to meet the objectives stated in this directive, the following timing is applicable:

<u>DATE</u>	<u>EVENT</u>
July 1 to June 30	Performance appraisal period
Within 30 days after the beginning of the appraisal period (by July 31)	Establishment and communication of the PWP to the employee.
December or January	Midpoint Progress Review
Within 30 days after the end of the appraisal period (July 31)	Issuance of tentative summary rating by the rating official for review/approval by the reviewing official
Within 45 days after the end of the appraisal period (by August 15)	Issuance of final notice of Rating of Record to employee

20. UNACCEPTABLE PERFORMANCE.

a. Unacceptable performance is performance which fails to meet established performance standards in one or more critical elements of the position. Unacceptable performance can occur at any time during the rating period and may serve as a basis for reassignment, reduction-in-grade, or removal. However, it may also serve as a basis for lesser measures such as counseling or appropriate training if, in the opinion of the supervisor, such lesser measures will bring the employee up to an acceptable

level of performance. An appraisal of every element in the PWP is not necessary in order to take action on unacceptable performance of one critical element at any time during the appraisal period.

b. When reduction-in-grade or removal of an employee based solely on unacceptable performance is contemplated, the following procedures shall be followed:

(1) The employee who has been rated "Unacceptable" in one or more critical elements must be given an opportunity of normally not less than 30 days, nor more than 60 days, to demonstrate acceptable performance before formal action is initiated. The rating period may be extended to allow time for the Performance Improvement Period (PIP).

(2) The employee must be apprised of the specific instances of unacceptable performance, the critical element(s) involved, and the performance standard(s) associated with the particular element(s).

(3) The employee must be informed that he or she is being given an opportunity to demonstrate acceptable performance and also of the action which will subsequently be proposed if performance fails to improve to an acceptable level.

(4) In order to accomplish the above requirements, the employee will be informed in writing by the supervisor. The memorandum will also contain an outline of management expectations and what efforts are to be undertaken to improve performance to an acceptable level.

c. An employee who continues to display unacceptable performance after having been given an opportunity to demonstrate acceptable performance may be reassigned.

d. An employee whose reduction-in-grade or removal (separation) from Federal service is proposed based on unacceptable performance is entitled to all rights prescribed under 5 U.S.C. 4303.

e. Actions specified in paragraphs 20. a. and 20. b. may be taken at any time during the performance appraisal cycle in which the employee's performance in one or more critical elements of the job becomes unacceptable.

21. AWARDS.

All employees covered by this directive are eligible for performance awards as part of the PMS. Performance Awards will be used to motivate employees toward

increased productivity and creativity, support and enhance FLETC goals, meet employee recognition needs, and obtain maximum benefits for the Government. Other awards for special acts, suggestions, inventions, or other accomplishments not specifically related to the performance appraisal system may also be given to employees covered by this directive. All awards are administered through the incentive awards system. See FLETC Directive 64-51 for requirements.

22. WITHIN-GRADE INCREASES AND QUALITY STEP INCREASES IN RELATION TO PERFORMANCE.

a. Within-Grade Increases (WGI) and Quality Step Increases (QSI) are granted in accordance with the requirements specified in 5 CFR as found in FLETC Directive 64-51.

b. To earn a WGI, an employee's performance of assigned duties must be of an acceptable level of competence. To be determined to be of an acceptable level of competence, the employee's most recent Rating of Record must be at least "Fully Successful". The Rating of Record used as the basis for an acceptable level of competence determination for a WGI must have been assigned no earlier than the most recently completed appraisal period. When a WGI decision is not consistent with the employee's most recent Rating of Record, a more current Rating of Record must be prepared.

c. When it is determined that an employee is performing below an acceptable level of competence, the employee must be informed in writing that the determination is being postponed and be provided in writing with specific requirements for performance at an acceptable level of competence.

d. An acceptable level of competence determination must be delayed when an employee has not had the minimum period of time (90 days) to demonstrate acceptable performance because he/she has not been informed of the specific requirements for performance at an acceptable level of competence in his/her current position; and the employee has not been given a performance rating in any position within 90 days before the end of the waiting period. When an acceptable level of competence determination has been delayed, the employee shall be informed that his/her determination is postponed and of the specific requirements for performance at an acceptable level of competence. The determination shall be based on a performance rating completed at the end of the 90 day minimum appraisal period.

e. A QSI shall not be required, but may be granted only to a GS employee who receives a summary performance rating of "Outstanding." A QSI cannot be granted to an employee who has received a QSI within the preceding 52 consecutive calendar weeks.

f. All recommendations for QSIs will be made on Form TDF 64-51.2 and forwarded to the Personnel Division for processing. The Office Directors have final approval authority for the granting of QSIs. The increase, if approved, will be effective as soon as possible after completion of the reviewing process connected with the annual performance appraisal system.

23. PERFORMANCE APPRAISAL RESULTS AS BASIS FOR RETENTION IN REDUCTION-IN-FORCE (RIF).

a. Credit for RIF competition will be in accordance with the requirements specified in FPM Chapter 351. Only the last three annual performance Ratings of Record that the employee received during the 4-year period prior to the date of issuance of specific RIF notices will be used to determine retention standing. If an employee has not received three annual ratings during the 4-year period, credit will be given for an assumed rating(s) of Fully Successful (Level 3) to bring the employee's ratings up to three.

b. Performance ratings that were due before the established cutoff date or before the date of issuance of specific RIF notices but were not officially approved and put on record will not be used to determine additional service credit.

c. An employee who, as of the effective date of the RIF, has received a final written decision to remove based on unacceptable performance will not be listed on the retention register. An employee who has received a final decision to demote, based on performance, will be listed on the retention register for the position to which he/she will be demoted.

24. USE OF APPRAISAL INFORMATION IN OTHER PERSONNEL DECISIONS.

One of the basic concepts of Federal employment is that personnel decisions will be made on the basis of merit. In order to do so, the information from the annual performance appraisal can be used in making personnel decisions concerning reassignment, nomination for training, promotion, successful completion of the probationary period, etc.

25. FILING AND TRANSFER OF PERFORMANCE RECORDS. The original copy of the annual performance Rating of Record will be filed in the Employee Performance File (EPF) maintained in the Personnel Division. In addition, a copy of each employee's current PWP will be filed in the EPF. Performance ratings and PWPs will be retained for four years. If an employee transfers or is separated from the FLETC, performance Ratings of Record which are four years old or less and the PWP on which the most recent rating was based, will be forwarded with the Official Personnel Folder to the new agency or the National Personnel Record Center.

26. TRAINING AND GUIDANCE. An effective performance appraisal system requires a high degree of understanding and acceptance by supervisors, management officials, and employees. Accordingly, training will be given covering the principles of performance appraisal and the relationship of performance appraisal to effective personnel management, including its relationship to training, pay, incentive awards, career promotion, employee discipline, position classification, etc. The training of supervisors and employees will include: 1) identification of critical elements, 2) writing of performance standards, and 3) performance appraisal procedures.

27. OFFICE OF PRIMARY INTEREST. Personnel Division, Office of Administration.

Charles F. Rinkevich
Director

Attachments (2) (attachment 2 available from PER)

FEDERAL LAW ENFORCEMENT TRAINING CENTER
EMPLOYEE PERFORMANCE WORK PLAN

Position Type:

Rating Period:

☐ Supervisory

From _____

☐ Non-Supervisory

To _____

Name _____

Position Title _____

Pay Plan and Grade _____

Position Location _____

For each element, prepare a sheet as follows:

*ELEMENT _____

(State requirement of job)

PERFORMANCE STANDARDS

Fully Successful (Meets) - (Describe)

PROGRESS REVIEW RESULTS/COMMENTS/RECOMMENDATIONS

(Use separate sheet if needed to provide written progress)

The last sheet of the work plan must contain the following information:

INITIAL MEETING: Signatures verify that the critical and non-critical elements have been discussed and understood, as well as the performance standards against which performance in each element will be measured.

RATING OFFICIAL'S Date
SIGNATURE

EMPLOYEE'S SIGNATURE Date

PROGRESS REVIEW: Signatures verify that the employee's performance in relation to the Performance Work Plan has been discussed.

RATING OFFICIAL'S Date
SIGNATURE

EMPLOYEE'S SIGNATURE Date

* Denotes critical element